DoD HR 2003
Transforming Human Resources

Southbridge, MA   July 21-24, 2003

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

11 JUL 2003

PERSONNEL AND
READINESS

MEMORANDUM FOR WORLDWIDE HUMAN RESOURCES
CONFERENCE PARTICIPANTS

Subject: Department of Defense (DoD) Worldwide Human Resources (HR) Conference

It is my pleasure to extend greetings to you, the participants in the DoD Worldwide Human Resources (HR) Conference. The theme for this year's conference is "DoD HR 2003: Transforming Human Resources." This reflects the HR community's commitment to supporting the President and the Secretary of Defense in transforming our national defense.

With the introduction of the National Security Personnel System (NSPS) bill, we at DoD stand poised to revolutionize the management of human resources within the Department. We have not arrived at this point overnight. In fact, over the last 30 years, we have designed, implemented, managed and evaluated numerous alternative personnel approaches. From the China Lake Project to current demonstration projects, we have vigorously tested innovative and more effective human resource management practices and programs. NSPS provides us the vehicle to migrate the best of these practices across the DoD workforce. With NSPS we believe that DoD can be more competitive, cost effective, and efficient, and can attract and retain a highly creative, educated, and trained workforce. As the President has challenged us to do, we are transforming DoD's management of human resources.

I welcome each of you to this important forum. It is designed to provide the most up-to-date information on a wide range of programs and initiatives that are underway within the Department by focusing on the details of transformation. Each one of you will play a pivotal role in this effort. The Personnel and Readiness family seeks your assistance and looks forward to working with you as we pave the way for these new possibilities. Please enjoy and make the most of your conference.

David S. C. Chu

"We must be able to get the right people in the right place, at the right time, with the right pay."
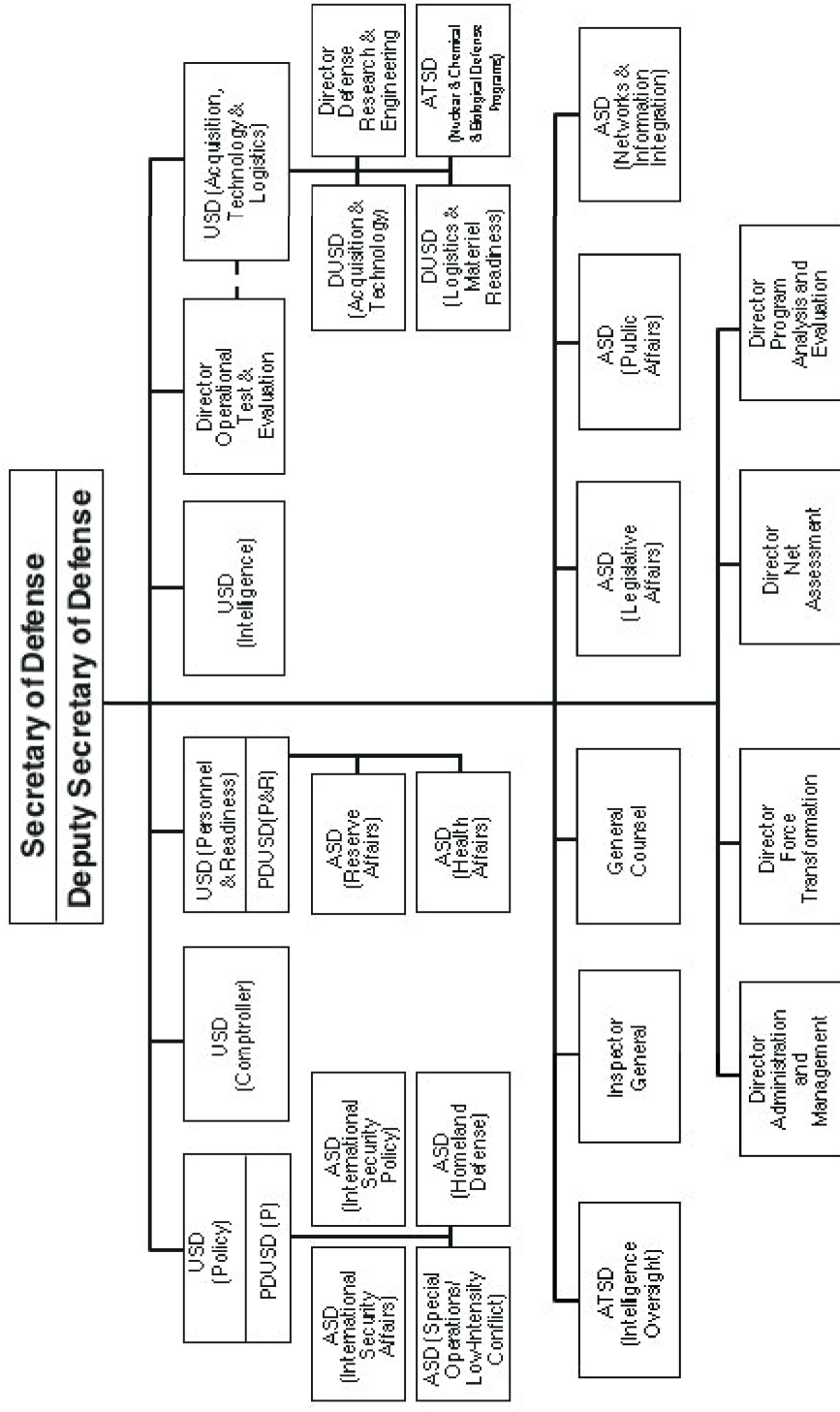
President Bush, July 10, 2002

Office of the Secretary of Defense

Secretary of Defense
Deputy Secretary of Defense

USD (Policy)
PDUSD (P)
- ASD (International Security Affairs)
- ASD (International Security Policy)
- ASD (Special Operations/ Low-Intensity Conflict)
- ASD (Homeland Defense)

USD (Comptroller)

USD (Personnel & Readiness)
PDUSD(P&R)
- ASD (Reserve Affairs)
- ASD (Health Affairs)

USD (Intelligence)

Director Operational Test & Evaluation

USD (Acquisition, Technology & Logistics)
- Director Defense Research & Engineering
- DUSD (Acquisition & Technology)
- DUSD (Logistics & Materiel Readiness)
- ATSD (Nuclear & Chemical & Biological Defense Programs)

ATSD (Intelligence Oversight)

Inspector General

General Counsel

ASD (Legislative Affairs)

ASD (Public Affairs)

ASD (Networks & Information Integration)

Director Administration and Management

Director Force Transformation

Director Net Assessment

Director Program Analysis and Evaluation

Chart reflects PAS officials and those reporting directly to the
Secretary and Deputy Secretary of Defense

Date: May 2003

Office of the Secretary of Defense

Secretary of Defense
Hon. Donald H. Rumsfeld

Deputy Secretary of Defense
Hon. Paul D. Wolfowitz

Under Secretary of Defense for Policy
Hon. Douglas J. Feith

Under Secretary of Defense (Comptroller and Chief Financial Officer)
Hon. Dov S. Zakheim

Under Secretary of Defense for Personnel and Readiness
Hon. David S. C. Chu

Under Secretary of Defense for Acquisition, Technology and Logistics
Hon. E.C. "Pete" Aldridge

Assistant Secretary of Defense (Command, Control, Communications and Intelligence)
Hon. John P. Stenbit

Inspector General
Hon. Joseph E. Schmitz

Acting Assistant Secretary of Defense for Public Affairs
Lawrence Di Rita

Assistant Secretary of Defense for Legislative Affairs
Hon. Powell A. Moore

Director, Operational Test and Evaluation
Hon. Thomas P. Christie

General Counsel
Hon. William J. Haynes II

Director of Administration and Management
Raymond F. DuBois

Assistant to the Secretary of Defense for Intelligence Oversight
George B. Lotz, II

"DoD is providing all the flexibilities we need in its new personnel proposal. We have an opportunity to make a real and constructive change in the civil service system and we need to grab it."

Paul Volcker
Chairman of the Board of Governors of the
Federal Reserve System

Monday, July 21ˢᵗ

DoD Worldwide Human Resources Conference

2:00 – 5:00 p.m. General Registration   Reception Area

5:30 – 6:30 p.m. Opening Plenary Session   Amphitheater
First Floor

Presentation of Colors   Massachusetts National Guard

National Anthem and Opening   Video Presentation

Welcome and Introduction of Speaker   **Charles Rogers**
Director, Civilian Personnel Management Service

Opening Remarks   **Dr. David S. C. Chu**
Under Secretary of Defense (Personnel and Readiness)

7:00 – 8:30 p.m. Reception   Ballroom
First Floor

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*All breakout sessions are located in the
Conference Center, first and second floors.
First Floor rooms will be noted in* **RED**.

Classrooms are marked with signs for easy identification.

*Refreshments for the breaks are located in the
break rooms on the second floor*.

8:30 – 9:30 a.m. Plenary Session   **Amphitheater**

    Introduction   **Marilee Fitzgerald**
    Deputy Director, Advisory Services

    National Security Personnel System (NSPS)   **Charles Rogers**
    Director, Civilian Personnel Management Service

9:30 – 9:45 a.m. Break

9:45 – 10:45 a.m. Breakout Sessions   **Second Floor**

Best Practices   **Room J**
  Charles Rogers, Director, Civilian Personnel Management Service

Turning Stress Into Success   **Room K**
  Joanne Harty, Civilian Personnel Management Service Division Chief,
  Office of Complaint Investigations

Injury Compensation and Unemployment Compensation   **Room B**
Initiatives: Automated Filing and Reporting
  Mary Patt Scanlon, Civilian Personnel Management Service
  Division Chief, Injury/Unemployment Compensation and
  Bryan Richardson, Human Resources Specialist (Employee Relations),
  Injury/Unemployment Compensation Division

DoD – An Equal Opportunity Employer   **Room G**
  Clarence Johnson, Principal Director, Office of the Deputy
  Under Secretary of Defense, Equal Opportunity

Pilot Program: Integrating Human Resources and Payroll   **Room A**
  Ed Banka, Civilian Personnel Management Service Deputy Division
  Chief, Regionalization and Systems Modernization

Defense Civilian Personnel Data System (DCPDS) Update   **Room F**
  Cheryl Fuller, Civilian Personnel Management Service Deputy Director
  for Human Resources Automated Systems

Defense Applicant Assistance Office   **Room M**
  Diana Ganley, Civilian Personnel Management Service Program
  Manager, Defense Applicant Assistance Office

Human Capital Performance Fund   **Room L**
  Rita Barnum, Civilian Personnel Management Service Branch Chief,
  Field Advisory Services Classification and Pay

National Security Personnel System   **Room N**
Employment Implications
  Jim Wachter, Civilian Personnel Management Service Division Chief,
  Field Advisory Services

10:45 – 11:00 a.m. Break

11:00 a.m. – 12:00 p.m. Plenary Session · **Amphitheater**

Introduction · **Marilee Fitzgerald**
Deputy Director, Advisory Services

Transformation and Human Capital · **John Palguta**
Vice President, Policy and Research
Partnership for Public Service

12:00 – 1:30 p.m. Lunch

1:30 – 2:30 p.m. Plenary Session · **Amphitheater**

Introduction · **Dr. David S. C. Chu**
Under Secretary of Defense (Personnel and Readiness)

Human Capital Management Initiative · **Kay Coles James**
Director, U.S. Office of Personnel Management

2:30 – 3:00 p.m. Break

3:00 – 4:00 p.m. Breakout Sessions · **First and Second Floors**

Senior Executive Personnel Issues · **Room B**
Jeanne Raymos, Office of the Deputy Under Secretary of Defense,
Civilian Personnel Policy

Civilian Assistance and Re-Employment Distance · **Room G**
Learning Modules
Steve Wooley, Civilian Personnel Management Service Deputy Director
for Operations, Civilian Assistance and Re-Employment

Regionalized Service Delivery · **Room 1**
Moderator - Cheryl Fuller, Civilian Personnel Management Service
Deputy Director for Human Resources Automated Systems
Panel –   David Snyder, Assistant G1 for Civilian Personnel Policy,
Department of Army
Debra Edmond, Acting Director, Office of Civilian Human
Resources, Department of Navy
Shirley Williams, Deputy Director, Personnel Policy,
Department of Air Force
Jeffrey Neal, Director, Human Resources for Defense
Logistics Agency

Civilian Personnel Productivity System (CIVPRO) · **Room M**
Mike Vajda, Director of the Civilian Personnel Operations Center
Management Agency, Department of Army

Systems Innovation Subcommittee Update · **Room A**
Ed Banka, Civilian Personnel Management Service Deputy
Division Chief, Regionalization and Systems Modernization

3:00 – 4:00 p.m. Breakout Sessions (Continued)   **First and Second Floors**

    Recruitment One-Stop Update   **Room 2**
        Claire Gibbons, U.S. Office of Personnel Management,
        Recruitment One-Stop Program Manager

    Emerging Human Resources Authorities   **Room 3**
        Ellen Tunstall, U.S. Office of Personnel Management, Deputy Associate
        Director for Talent and Capacity Policy

    National Security Personnel System Employment Implications   **Room N**
        Jim Wachter, Civilian Personnel Management Service Division Chief,
        Field Advisory Services

    National Security Personnel System Labor   **Room K**
    and Employee Relations Implications
        Tim Curry, Civilian Personnel Management Service Branch Chief,
        Field Advisory Services, Labor and Employee Relations

4:00 – 4:15 p.m. Break

4:15 – 5:15 p.m. Component Sessions   **First Floor**

5:30 p.m. *Massachusetts Home-Style Country Buffet – Dining Room*

8:00 p.m. Movie - Amphitheater

8:30 – 9:30 a.m. Plenary Session   **Amphitheater**

Introduction   **Marilee Fitzgerald**
Deputy Director, Advisory Services

DoD Civilian HR Strategic Plan   **John Moseley**
Deputy Director, Program Support

9:30 – 9:45 a.m. Break

9:45 – 10:45 a.m. Breakout Sessions   **First and Second Floors**

National Security Personnel System Pay and   **Room L**
Classification Implications
Rita Barnum, Civilian Personnel Management Service Branch Chief,
Field Advisory Services, Classification and Pay

Civilian Assistance and Re-Employment: **Room G**
Programs in Transition
Jorge Araiza, Civilian Personnel Management Service Division Chief,
Civilian Assistance and Re-Employment

Litigation Update   **Room B**
Paul Black, Defense Human Resources Activity, Staff Attorney

Defense Civilian Personnel Data System (DCPDS) Update   **Room F**
Cheryl Fuller, Civilian Personnel Management Service Deputy Director
For Human Resources Automated Systems

Pilot Program: Integrating Human Resources and Payroll   **Room A**
Ed Banka, Civilian Personnel Management Service Deputy
Division Chief, Regionalization and Systems Modernization

Field Advisory Services: Emerging Issues   **Room M**
Jim Wachter, Civilian Personnel Management Service Division Chief,
Field Advisory Services

Legislative Update   **Room 1**
Steve Ramp, Office of the Deputy Under Secretary of Defense,
Civilian Personnel Policy

ABC: Activity Based Costing   **Room K**
Ellen Capezzera, ABC Coordinator, Civilian Personnel Operations
Center Management Agency, Department of Army

Training Consortium   **Room J**
Marilee Fitzgerald, Civilian Personnel Management Service
Deputy Director for Advisory Services

10:45 – 11:00 a.m. Break

11:00 a.m. – 12:00 p.m. Plenary Session   **Amphitheater**

Introduction   **Marilee Fitzgerald**
Deputy Director, Advisory Services

Defense Logistics Agency Human   **Jeffrey Neal**
Resources Transformation   Director, Human Resources
for Defense Logistics Agency

12:00 – 1:30 p.m. Lunch

1:30 – 2:30 p.m. Breakout Sessions   **First and Second Floors**

Defense Leadership and Management Program   **Room F**
(DLAMP) Refocused
*Diane Lilienthal, Civilian Personnel Management Service Deputy
Director, Defense Leadership and Management Program Office*

Legislative Update   **Room 1**
*Steve Ramp, Office of the Deputy Under Secretary of Defense,
Civilian Personnel Policy*

Turning Stress Into Success   **Room K**
*Joanne Harty, Civilian Personnel Management Service Division Chief,
Office of Complaint Investigations*

National Security Personnel System Pay and   **Room L**
Classification Implications
*Rita Barnum, Civilian Personnel Management Service Branch Chief,
Field Advisory Services Classification and Pay*

National Security Personnel System Labor and   **Room G**
Employee Relations Implications
*Tim Curry, Civilian Personnel Management Service Branch Chief,
Field Advisory Services, Labor and Employee Relations*

Defense Applicant Assistance Office   **Room M**
*Diana Ganley, Civilian Personnel Management Service
Program Manager, Defense Applicant Assistance Office*

Systems Innovation Subcommittee Update   **Room A**
*Ed Banka, Civilian Personnel Management Service Deputy
Division Chief, Regionalization and Systems Modernization*

Litigation Update   **Room B**
Paul Black, Defense Human Resources Activity, Staff Attorney

Training Consortium   **Room J**
*Marilee Fitzgerald, Civilian Personnel Management Service
Deputy Director for Advisory Services*

2:30 – 3:00 p.m. Break

3:00 – 4:00 p.m. Plenary Session   **Amphitheater**

Introduction   **Charles Rogers**
                          Director, Civilian Personnel Management Service

DoD Computer/Electronic Accommodations   **Dinah F.B. Cohen**
Program (CAP)   Director, DoD Computer/Electronic
                                          Accommodations Program

5:30 p.m. Backyard Barbecue – Dining Room

8:00 p.m. Movie – Amphitheater   *Casino Tour Available*

8:30 – 9:30 a.m. Plenary Session   **Amphitheater**

Introduction   **Charles Rogers**
Director, Civilian Personnel Management Service

Challenges Implementing Homeland Security Legislation   **Janet Hale**
Under Secretary for Management, Department of Homeland Security

9:30 – 9:45 a.m. Break

9:45 – 10:45 a.m. Breakout Sessions   **First and Second Floors**

Best Practices   **Room 1**
Charles Rogers, Director, Civilian Personnel Management Service

Bargaining Obligations During a National Emergency   **Room B**
*Tim Curry, Civilian Personnel Management Service Branch Chief,
Field Advisory Services, Labor and Employee Relations*

DoD Competitive Sourcing Program - Changes to OMB   **Room 2**
Circular Number A-76, Performance of Commercial Activities
*Annie L. Andrews, Assistant Director for Competitive Sourcing &
Privatization, Office of the Deputy Under Secretary of Defense
(Installations & Environment)*

Field Advisory Services: Emerging Issues   **Room M**
*Jim Wachter, Civilian Personnel Management Service Division Chief,
Field Advisory Services*

Leading Transformation: Demonstration Projects,   **Room 3**
Best Practices, & Successes
*Moderator: Marilee Fitzgerald, Civilian Personnel Management
Service Deputy Director for Advisory Services
Panel: Ric Sylvester, Deputy Director, Defense Procurement and
          Acquisition Policy (Acquisition Workforce & Career Management)
        Rafe Villalba, Air Force Special Assistant to Deputy Under Secretary of
          Defense (LABS)*

Emerging Issues   **Room F**

Emerging Issues   **Room N**

10:45 – 11:00 a.m. Break

11:00 a.m. – 12:00 p.m. Closing Plenary Session   **Amphitheater**

Introduction   **Charles Rogers**
Director, Civilian Personnel Management Service

Closing Remarks   **Charles S. Abell**
Principal Deputy Under Secretary of Defense
(Personnel and Readiness)

"Leadership is not magnetic personality - that can just as well be a glib tongue. It is not making friends and influencing people - that is flattery.
Leadership is lifting a person's vision to higher sights, raising a person's performance to a higher standard, the building of a personality beyond its normal limitations."

Peter F. Drucker
Consultant/Author

HR Strategic Direction
- **DoD Civilian HR Strategic Plan**
  Presenter: John Moseley
  Plenary Session

GOAL 1. PROMOTE FOCUSED, WELL-FUNDED RECRUITING TO HIRE THE BEST TALENT AVAILABLE.

- **Defense Applicant Assistance Office (DAAO)**
  This presentation will provide information and insight into the establishment of this new office where a toll free number, website, and email access to all job applicants seeking careers in the Department are now available. This office is a connection between the job seekers and the DoD recruiters and this presentation describes the elements, challenges, and marketing aspects of this new office.
  Presenter: Diana Ganley

- **National Security Personnel System Employment Implications**
  This presentation will provide an overview of how NSPS provides additional hiring flexibilities to management and streamlines the process while maintaining merit principles and protecting veterans' preference. Flexibilities include categorical rating and ranking, scholastic achievement appointments, and modified term appointments.
  Presenter: Jim Wachter

- **Recruitment One-Stop Update**
  This presentation will provide an update on Recruitment One-Stop. Building on the current success of USAJOBS, the Recruitment One-Stop e-Gov initiative is a collaborative effort between the Office of Personnel Management (OPM) and Federal agencies to design an innovative Internet site that assists applicants in finding employment with the Federal government. ROS will be one integrated system that communicates with Federal agency recruitment systems, such as Resumix for DoD.
  Presenter: Claire Gibbons, OPM

GOAL 2. PROVIDE A HUMAN RESOURCES SYSTEM THAT ENSURES THE READINESS OF TOMORROW'S INTEGRATED FORCE STRUCTURE.

- **National Security Personnel System (NSPS)**
  Presenter: Charlie Rogers
  Plenary Session
- **Best Practices**
  Presenter: Charlie Rogers

- **Defense Civilian Personnel Data System (DCPDS) Update**
  This presentation will provide an update on DCPDS, including the migration to Oracle 11i. 11i is the web-based version of the Oracle HR software and enables access and use of the system through a standard Internet web browser. The presentation will include an overview of the features and functions of the new 11i software version, as well as an update on the migration project.
  Presenter: Cheryl Fuller

- **Pilot Program: Integrating Human Resources and Payroll**
  This presentation will provide information on the potential benefits and challenges in upgrading to an integrated HR/Payroll capability for the Department. The Department needs an automated payroll application that will fully integrate with DCPDS. The presentation will cover recent efforts and studies, including a discussion of the OPM e-Payroll initiative.
  Presenter: Ed Banka

- **Systems Innovation Subcommittee Update**
  This presentation will provide information on the process and objectives of the DCPDS SIS. The SIS is composed of Component representatives and is a subcommittee of the DCPDS Change Control Board. The SIS evaluates potential enhancements to DCPDS for enterprise-wide implementation. Recent initiatives that will be discussed include the Electronic Official Personnel Folder and Resumix enhancements.
  Presenter: Ed Banka

- **Leading Transformation: Demonstration Projects, Best Practices, & Successes**
  The briefing, entitled "Preparing for a Culture Change," discusses considerations in the transition from AcqDemo to Best Practices and lessons learned from the AcqDemo in how to generate acceptance and support for the Best Practices Demo.
  Moderator: Marilee Fitzgerald
  Panel: Ric Sylvester/Rafe Villalba

- **Legislative Update**
  FY04 and 05: program, strategy, and issues
  Presenter: Steve Ramp

- **Emerging Human Resources Authorities**
  Presenter: Ellen Tunstall, OPM

GOAL 3. PROMOTE AND SUSTAIN AN EFFECTIVE CIVILIAN WORKFORCE THAT IS AS RICHLY DIVERSE AS AMERICA ITSELF.

- **DoD Computer/Electronic Accommodations Program (CAP)**
  Presenter: Dinah Cohen
  Plenary Session
- **DoD – An Equal Opportunity Employer**
  Presenter: Clarence Johnson

GOAL 4. INVEST IN HUMAN CAPITAL TO IMPROVE EFFECTIVENESS OF THE WORKFORCE.

- **Defense Leadership and Management Program (DLAMP) Refocused**
  DLAMP is the Department's flagship program for civilian leader and executive development. Based on an in-depth program assessment, significant changes to DLAMP were announced in December 2001. This presentation will highlight the elements of the refocused program, status of the transition, DLAMP's role in succession management, and on-going initiatives to enhance the program and increase return on investment.
  Presenter: Diane Lilienthal
- **Senior Executive Personnel Issues**
  This presentation will cover:
  > Pay for Performance: New SES Pay setting policy.
  > Biennial: Trends in SES allocation requirements.
  Presenter: Jeanne Raymos
- **Human Capital Performance Fund**
  This session will provide:
  > Update on legislation to establish a Human Capital Performance Fund for 2004.
  > Report on progress to develop DoD plan for use of HCPF monies in 2004.
  Presenter: Rita Barnum

- **Turning Stress Into Success**
  Supervisors and managers deal with many issues each day. How they deal with these issues can be the difference between a productive workplace and a stressful one. Even with the best of intentions, managers do foolish things that end up causing conflict and turmoil in the workplace. CPMS shares insights and lessons-learned on the *Things Managers Do That Get Them in Trouble* and how through the use of Alternative Dispute Resolution (ADR) supervisors, managers, and the Office of Complaint Investigations are *Turning Stress into Success*.
  Presenter: Joanne Harty

- **Civilian Assistance and Re-Employment: Programs in Transition**
  Presentation will include information on:
     Evolving transition issues and transition assistance programs.
     Continued DoD transformation and future base realignment and
         closure activity.
     Historical data and statistical information.
     Voluntary Early Retirement and Voluntary Separation Incentive
         Authorities (both traditional and workforce restructuring).
             Their evolution
             What we can expect
             What action may lay ahead
  Presenter: Jorge Araiza

- **Civilian Assistance and Re-Employment Distance Learning Modules**
   This presentation will:
     Provide an overview of the establishment of the CARE Distance
         Learning Center for Computer-Based Training.
     Preview currently available on-line courses:
         Navigating and Using the ASARS Web
         Reemployment Priority List
         Releasing Activity
     Discuss modules under development for deployment by end of FY03:
         Gaining Activity
     Administration and History
   Presenter: Steve Wooley

GOAL 5. PROVIDE MANAGEMENT SYSTEMS AND TOOLS THAT SUPPORT TOTAL FORCE PLANNING AND INFORMED DECISION-MAKING.

- **Injury Compensation and Unemployment Compensation Initiatives: Automated Filing and Reporting**
  The Secretary of Defense has made reducing lost production days due to on the job injuries a priority and challenged the Components to reduce preventable injuries by 50% over the next two years. This presentation describes how Personnel may interact with Safety to meet this challenge. This presentation will include:
  A demonstration of the Defense Portal and Analysis Center. ICUC Power Cubes are web-based reporting tools designed to support injury and unemployment compensation, safety, and occupational health administration gather statistical data necessary to identify areas to improve within each program, and develop program initiatives to manage programs more effectively.
  A demonstration of the Electronic Data Interchange for Submitting Injury Claim Forms. This presentation includes a demonstration of the web-based reporting tool that coordinates the submission of EDI claims to the Department of Labor on a daily basis.
  Presenters: Patt Scanlon/Bryan Richardson

- **Civilian Personnel Productivity System (CIVPRO)**
  This session will provide information on CIVPRO, the Army's human resource (HR) reporting and analysis tool. The CIVPRO database captures workload data on core and related HR functions and provides statistics that measure the efficiency, performance, and workload of each Civilian Personnel Operations Center (CPOC) and Civilian Personnel Advisory Center (CPAC).
  Presenter: Mike Vajda, Department of Army

- **ABC: Activity Based Costing**
  This session will provide information on ABC, a process that traces historical costs (resources consumed) to activities and then through those activities to the products or services provided. The quality of the data that ABC captures and the reports it generates will, for the first time, provide the detailed costs of conducting the HR program. The data will also ensure HR competitiveness in the marketplace.
  Presenter: Ellen Capezzera, Department of Army

GOAL 6. FOCUS THE HUMAN RESOURCES COMMUNITY ON THE NEEDS OF ITS CUSTOMERS.

- **Training Consortium**
  This session will provide an overview of the steps currently underway to establish Centers of Excellence for the delivery of human resources training throughout DoD.
  Presenter: Marilee Fitzgerald

- **Regionalized Service Delivery**
  Component representatives explain their respective HR service delivery models and discuss the pros and cons of the models.
  Moderator: Cheryl Fuller
  Panel: David Snyder, Department of Army
  Debra Edmond, Department of Navy
  Shirley Williams, Department of Air Force
  Jeffrey Neal, Defense Logistics Agency

GOAL 7. PROMOTE QUALITY OF WORKLIFE AS AN INTEGRAL PART OF DAILY OPERATIONS

Advisory Services Issues

- **Field Advisory Services: Emerging Issues**
  This session will cover FAS issues of interest, such as the Contingency Operations Guide, proposed changes to the Special Retirement procedures, changes in hazardous duty pay, CPM update, etc.
  Presenter: Jim Wachter

- **National Security Personnel System Pay and Classification Implications**
  This session will discuss:
  Classification and pay flexibilities that permit pay banding
  Limitations on pay flexibilities imposed by NSPS
  Presenter: Rita Barnum

- **Bargaining Obligations During A National Emergency**
  The national emergency that has existed since September 11, 2001, highlights the need for the Department to act quickly on matters impacting national security. This ability to act quickly must be balanced with employee collective bargaining rights under the Federal Service Labor Management Relations Statute. This presentation will highlight what management's labor obligations and responsibilities are when taking action during an emergency.
  Presenter: Tim Curry

- **National Security Personnel System Labor and Employee Relations Implications**
  This presentation will provide an overview of how NSPS protects employee rights to collective bargaining and union representation while striving to break away from the traditional adversarial labor-management atmosphere created by the Federal Service Labor Management Relations Statute. NSPS will facilitate the streamlining of the labor relations process at all levels through the use of national level bargaining and other flexibilities provided by NSPS. The presentation also provides an overview of the appeals process that will ultimately replace the Merit Systems Protection Board appeals process available to employees today. Finally, the presentation will provide an overview on the Department's proposal to implement a pay-for-performance evaluation system which will serve as the cornerstone for Human Resources management reform in the Department.
  Presenter: Tim Curry

Crosscutting/Other Issues

- **Litigation Update**
  The review includes litigation before Federal courts, the MSPB, the FLRA, the EEOC, and arbitrators, and the review of recent legislation and Federal agency rule-making which could lead to significant litigation.
  Presenter: Paul Black

- **DoD Competitive Sourcing Program - Changes to OMB Circular Number A-76,** *Performance of Commercial Activities*
  The review will address the circular's new requirement to appoint key competitive sourcing officials including a human resource advisor (HRA). The review includes the circular's specified HRA responsibilities, designation of a DoD Competitive Sourcing Official, transition of in-progress A-76 competitions to the new process, and an overview DoD's historical execution data based on completed A-76 competitions.
  Presenter: Annie L. Andrews

"There is an enormous change going on in our society now because of the information revolution....

It will take leadership and willingness to change, and experimentation, not just technological experimentation, but experimenting in the way we organize, the way we communicate, the way we relate to one another, and the way that government relates to citizens."

Sharon Dawes
Director, Center for Technology in Government
State University of New York at Albany

"To face tomorrow with the thought of using the methods of yesterday is to envision life as a standstill.

Each one of us, no matter what our task, must search for new and better methods – for even that which we now do well must be done better tomorrow."

James F. Bell, PhD.
Assistant Professor of Astronomy
University of Hawaii

"The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy."

Martin Luther King, Jr.
Civil Rights Leader